



# Land Development Services 2022 Equity Impact Plan

This Equity Impact Plan outlines what your department will do to advance equity. The document includes the following:

- Your department's equity guiding statement
- A description of the current context (trends and drivers)
- Long-term outcomes
- System-level infrastructure that will be needed across departments
- Short-term goals, and
- An action plan (the specific actions your department has planned in 2020 to advance equity)

The content in this plan should be based on what you have learned in our large-group sessions in 2019, your discussions with departmental leadership, and ideas generated by your equity team.

## EQUITY LEAD

*List the departmental equity lead and his/her title here.*

Helman Castro

## LEADERSHIP SPONSOR

*List the name and title of a leader who serves as a consultant/advisor on the department's equity work.*

William Hicks, Director and LDS Executive Team

## DEPARTMENTAL EQUITY GUIDING STATEMENT

*Enter your departmental equity guiding statement here. The statement should describe your department's unique role in Fairfax County's effort to achieve equity.*

Land Development Services is committed to racial and social equity in the facilitation of the safe and sustainable building of our communities. We promote a diverse workforce and foster inclusive and accessible permitting, plan review and inspections services in Fairfax County.

## CONTEXT

*Describe issues you are seeing, trends you have observed, and drivers affecting your work regarding equity. What are the inequities that are most pressing? In addition to race, what are the areas of*

LDS has identified three major focus areas to address inequities: Outreach, Access to Services, and Hiring (Attracting, Recruiting and Retaining a Diverse Workforce).

- 1) Outreach: Identification of appropriate avenues to reach a more diverse audience to provide information about LDS services, contractor licensing and to address complaint-based inquiries.
- 2) Access to Services: As LDS pivoted to fully online services, it became apparent that a lack of digital access, low digital literacy, and language barriers could cause exclusion of specific groups from accessing our services. Actions continue to be taken to address these inequities.
- 3) Recruiting and Retaining a Diverse Workforce: lack of diverse applicant pools in male-dominated fields, lack of consistent entry-level requirements, lack of parity in grades between inspector classes intra-agency and inter-agency, disparity of salary models and compensation between agencies and other local jurisdictions, lack of clear competency models for promotional and training opportunities.

*marginalization that are most important to address? This section is not your plan to address these issues/trends – that comes later.*

## LONG-TERM OUTCOME

*Long-term outcomes describe what we want for Fairfax County over many years. The outcomes listed below have been identified through the countywide strategic planning process, and community-level indicators are currently being developed. Review your Departmental Equity Guiding Statement and Context. Choose at least one statement that is most closely related to equity work in your department.*

### Cultural and Recreational Opportunities

Fairfax County is a place where all residents, businesses and visitors are able to participate in world class arts, sports, recreation and culturally relevant activities.

### Economic Opportunity

Fairfax County is a community where all people, businesses and places are thriving economically.

### Education and Lifelong Learning

Fairfax County fosters education that promotes a responsive, caring and inclusive culture where all feel valued and that all are reached, challenged and prepared for success in school and life.

### Efficient and Effective Government

Fairfax County is a place where all residents trust that their government responsibly manages resources, provides exceptional services and equitably represents the community.

### Health and Environment

Fairfax County responsibly stewards environmental resources, advances sustainability and promotes optimal health and wellbeing for all.

### Housing and Neighborhood Livability

Fairfax County is a place that fosters an enjoyable, affordable living experience for all people.

### Mobility and Transportation

Fairfax County is a community where residents, businesses, visitors and goods can move efficiently, affordably and safely throughout the County and beyond via our well-maintained network of roads, sidewalks, trails and transit options.

### Safety and Security

Fairfax County is a place where all people feel safe at home, school, work and in the community.

### Self-Sufficiency for People with Vulnerabilities

Fairfax County is a place where all residents with vulnerabilities are supported and empowered to live independent lives to their fullest potential.

## SYSTEM-LEVEL INFRASTRUCTURE

*Some actions to advance equity may require action outside of your department's control, the leadership and involvement of central service agencies (e.g., Human Resources, Department of Management and Budget, Department of Information Technology, Department of Procurement and Material Management, etc.), or represent a shared interest across multiple departments. An example might be to remove names from employment applications to decrease implicit bias in hiring. That might require support from the Department of Human Resources and/or other agencies interested in taking similar action. We will look across all plans to identify commonalities and to address these cross-cutting needs. Note: Actions that can be taken within the control of your department are part of the next section.*

### Department of Human Resources:

- 1) Review job classes for parity.
- 2) Allow more autonomy over resume reviews/cert. list
- 3) Provide summary data of applicants to see demographic data
- 4) Review current agency competency models and develop updated county-wide models; OD&T provides updated competency model training

### Department of Information Technology

- 1) More flexibility in the approval and procurement process for new equipment and software
- 2) Equipment available for public use at self serve kiosks and mobile units
- 3) Allow more flexibility for updates and changes to Plan2Build/LDS websites

### Department of Management and Budget

- 1) Increased flexibility in the adjustment of our budget appropriations
- 2) Support funding to achieve pay equity

### Department of Procurement and Material Management

- 1) Develop a process to be more inclusive of minority and women-owned small businesses

## EQUITY IMPACT PLAN GUIDANCE

*Use the guidance below to fill in the table and the details of your action plan.*

### Short-Term Goals

*For this plan, a short-term goal describes what you hope to achieve in the next 12 months. Short-term goals address work within your department. They should be broader than the actions you will take to achieve the goal. Write your goals in the left-hand column in the table. Refer to the 'Context' section of the template; short-term goals should address what you described there.*

### One Fairfax Areas of Focus

*Review your short-term goals and the 17 Areas of Focus from the One Fairfax Policy (below). Enter the number(s) (1-17, or 18 – Other) that best corresponds to each goal.*

1. Community and **economic development** policies and programs that promote wealth creation and ensure fair access for all people.
2. **Housing** policies that encourage all who want to live in Fairfax to be able to do so, and the provision of a full spectrum of housing opportunities across the county, most notably those in mixed-use areas that are accessible to multiple modes of transport.
3. **Workforce development** pathways that provide all residents with opportunity to develop knowledge and skills to participate in a diverse economy and earn sufficient income to support themselves and their families.
4. An **early childhood education** system that ensures all children enter kindergarten at their optimal developmental level with equitable opportunity for success.
5. **Education** that promotes a responsive, caring, and inclusive culture where all feel valued, supported, and hopeful, and that every child is reached, challenged, and prepared for success in school and life.
6. **Community and public safety** that includes services such as fire, emergency medical services, police, health, emergency management and code enforcement that are responsive to all residents so that everyone feels safe to live, work, learn, and play in any neighborhood of Fairfax County.
7. A **criminal justice** system that provides equitable access and fair treatment for all people.
8. **Neighborhoods** that support all communities and individuals through strong social networks, trust among neighbors, and the ability to work together to achieve common goals that improve the quality of life for everyone in the neighborhood.
9. A vibrant **food system** where healthy, accessible, and affordable food is valued as a basic human necessity.
10. A **health and human services system** where opportunities exist for all individuals and families to be safe, be healthy and realize their potential through the provision of accessible, high quality, affordable and culturally appropriate services.
11. A **quality built and natural environment** that accommodates anticipated growth and change in an economically, socially, and environmentally sustainable and equitable manner that includes mixes of land use that protects existing stable neighborhoods and green spaces, supports sustainability, supports a high quality of life, and promotes employment opportunities, housing, amenities and services for all people.
12. A **healthy and quality environment** to live and work in that acknowledges the need to breathe clean air, to drink clean water now and for future generations.
13. A **parks and recreation system** that is equitable and inclusive by providing quality facilities, programs, and services to all communities; balancing the distribution of parks, programs and facilities; and providing accessible and affordable facilities and programs.
14. A multi-modal **transportation system** that supports the economic growth, health, congestion mitigation, and prosperity goals of Fairfax County and provides accessible mobility solutions that are based on the principles associated with sustainability, diversity, and community health.
15. **Digital access and literacy** for all residents.

16. Intentional, focused recruitment efforts that bolster a diverse applicant pool; hiring and evaluation practices, and processes for employee feedback, to achieve and preserve a culture of **equity and fairness for all employees**.

17. Policies that **prohibit all forms of discrimination** under Federal and State law in county and school system activities, and ensure that all practices provide fair treatment for all employees, contractors, clients, community partners, residents, and other sectors who interact with Fairfax County including higher education, business, nonprofit, faith, philanthropy, and civic.

18. **Other** – anything not listed in the 17 areas above

## Actions

*List the actions you will take to achieve each goal. Consider what will have the greatest impact on equity in the long term and whether it is feasible in the next 12 months. If further assessment is needed in order to advance a goal, list that as one of your actions.*

*Actions may be related to people, places, and processes. It is important to think of actions at various levels of intervention using a framework such as the one below. \**

- **Influencing Countywide Policy and State/Federal Legislation:** *Developing strategies to change laws and policies to influence outcomes and promote equity*
- **Mobilizing Neighborhoods and Communities:** *Working with residents and community groups to increase the capacity of communities to work on issues they have identified as important*
- **Fostering Coalitions and Networks:** *Convening groups and individuals for broader goals and greater impact*
- **Changing Organizational Practices:** *Adopting regulations and shaping norms to improve equity*
  - *Examples in this area include addressing programs, plans, policies, and budgets; service delivery and system improvements; organizational and leadership commitment; workforce and workplace*
- **Educating Staff and Volunteers:** *Informing staff and volunteers who will transmit skills and knowledge to others*
- **Promoting Community Education:** *Reaching groups of people with information and resources*
- **Strengthening Individual Knowledge and Skills:** *Building the capacity of community members to use new approaches and to educate other individuals in their communities*

*\*Adapted from Contra Costa Health Services at <https://cchealth.org/prevention/spectrum/#str>.*

## Stakeholders

*List the stakeholders who need to be engaged to implement your actions (e.g., other departments; Fairfax County boards, authorities, or commissions; legislatures; other sectors; community groups or community members; nonprofit organizations, etc.).*

## Timeline

*Write the month and year that each action will start and end (e.g., 11/2019-6/2020).*

## Resources and Supports

*Identify the resources and supports needed to take this action. Resources are not just financial – they can be staff, time, or other needs.*

## Responsible Parties

*List the person(s) responsible for initiating this action and reporting on progress.*

## Performance Measures

*Describe how you will measure each goal. The most important measure is 'better off,' or knowing what you are doing is making a difference. Ensure you have some 'better off' measures.*

- *How much: What is invested and what comes out as a result (e.g., \$ spent; # people served, or activities completed)*
- *How well: Efficiency and the customer experience (e.g., % actions timely, % customers satisfied)*
- *Better off: What happens as a result of our actions (e.g., #/% people with changes in skills, attitude, behavior, or circumstance)*

*You can use these 7 Questions of Performance Accountability from Erika's presentation "Building Accountability Mechanisms for Racial Equity" to help you with performance measures and actions.*

1. *Who is the client/customer that an action aims to impact?*
2. *How can you measure if they are better off?*
3. *How can you measure the quality and quantity of your work?*
4. *How are you doing on these measures (quantitative and qualitative data trends and overall root causes)?*
5. *Who are the partners you need and what is their role?*
6. *What works/brainstorm (practices, processes, and/or policies)?*
7. *What do you propose to do, in what timeline and in what budget?*

## LAND DEVELOPMENT SERVICES 2022 EQUITY IMPACT PLAN

Short-Term Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
1. Outreach - Provide outreach and education on permitting, plan review and inspections that reach all communities within Fairfax and consider race when developing communication channels.	#11 <b>A quality built and natural environment</b> that accommodates anticipated growth and change in an economically, socially, and environmentally sustainable and equitable manner that includes mixes of land use that protects existing stable neighborhoods and green spaces, supports sustainability, supports a high quality of life, and promotes employment opportunities, housing, amenities and services for all people.	1a. Training our staff on racial and social equity to effectively educate disadvantaged customers about the Land Development Process	LDS staff, LDS outreach staff e.g...: Community Liaisons, Non-Profits/Places of Worship Coordinator; as well as agency-wide equity trainers	2020-2023	Staff / Consultant / OD&T, OPA, Translation services, CEX (Equity Team)	LDS Executive Team	Survey staff after training to determine fluency in equity concepts
		1b. Promote community education by reaching out to customers from underrepresented populations: <ul style="list-style-type: none"> <li>Gather data on what communities we are currently reaching and who we may be missing</li> <li>Translate "How to Become a Contractor" brochure, all LDS publications and web pages into several languages</li> <li>Utilize the newly created</li> </ul>	Staff/ Community	2021-2023	Staff/ Community/ Consultant / OPA, Translation services/ DIT/ print services/ Channel <del>16</del> Cable & Consumer Services/Outreach Framework/NCS/DCC/DPD/ DPWES/Office of Fire Marshal/OEEC/County Exec/BOS Offices (newsletters & social media)/nonprofits & faith-based groups (for information distribution)/	LDS Executive Team	Measure number of Notice of Violations (NOV's) e.g. Increase in contractor licensing and decrease in unpermitted work and NOV's

Short-Term Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
		Outreach Framework <ul style="list-style-type: none"> <li>Collaborate with other land use and outreach-based agencies to better reach our customers</li> </ul>					
		1c. Conduct a scan of Land Development Services' (LDS's) current complaint system to determine if inequities exist in how complaints are received and addressed. Using the current complaint Standard Operating Procedure (SOP) and GIS Dashboard, identify complaint "hotspots" and implement outreach.	Disadvantaged socioeconomic communities	2020-2023	Staff/BOS/Community/DIT	LDS Executive Team	Recommendation: Once all complaint SOP's are in place, consider entering all complaints to the dashboard (including Building Division, Erosion & Sediment, Site Construction, Building Code Violations). By collecting the metrics for <i>all</i> complaints, we will be able to quickly identify hotspot and cluster areas for outreach. Review of the SOP's and dashboard every 6 months to try and get ahead of potential "problem areas".

Short-Term Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
2. Access to Services - Provide access to services in a fair and equitable manner to accomplish safe and sustainable development in Fairfax County for all community members.	#1 Community and <b>economic development</b> policies and programs that promote wealth creation and ensure fair access for all people. #15 <b>Digital access and literacy</b> for all residents.	2a. Evaluate needs via focus group as well as research and analyze website metrics to determine if we are denying access based on lack of digital accessibility, knowledge and language barriers.	Staff/Community	2021-2023	DIT, OPA, Community engagement groups/ CEX (Equity Team)	Staff/ DIT/ OPA/ LDS Executive Team	Metrics of online services – e.g. evaluate increase in usage of online permitting, ePlan submissions, inspections, fewer phone calls, etc.
		2b. Develop LDS Customer Equity Plan. Implement a plan that instills an equity lens on this new all electronic process	Staff/Community	2020-2023	Staff, OCA, CEX (Equity Team)	Staff/LDS Executive Team	Measure number of qualified customers asking and getting special assistance.

Short-Term Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
3. Hiring - Attract and retain a diverse workforce; offer opportunities for growth while providing competitive pay and benefits.	#3 <b>Workforce development</b> pathways that provide all residents with opportunity to develop knowledge and skills to participate in a diverse economy and earn sufficient income to support themselves and their families.	3a. Conduct trend analysis of underrepresented populations recruitment and hiring.	Staff/Community	2021-2023	DHR	LDS Executive Team	Increase number of advertising sources. Increased number of candidates from underrepresented population. Increase in number of candidates from underrepresented populations interviewed and hired.
		3b. Review and obtain additional candidate sources to increase the diversity of our hiring pools, particularly with professional and trades associations targeted to underrepresented populations.	Staff/Community	2021-2023	DHR	LDS Executive Team	Increase in partnerships and collaboration that increase the candidate pipeline.
		3c. Provide training to hiring managers on alternative sourcing and to develop collaborative outreach partnerships with educational institutions.	Hiring Managers	2021-2023	Staff/Consultant	LDS Executive Team	Metrics/milestones to be developed when program is established.

Short-Term Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
		3d. Conduct an agency-wide analysis to identify if there are any predictors in movement, in or out of the agency, based on race, age and gender.	Staff	2021-2023	DHR/OD&T, DMB	LDS Executive Team	Number of management positions filled by underrepresented populations will increase.
		3e. Conduct a salary study and look at lack of parity in pay	Staff	2022-2024	DHR, DMB	LDS Executive Team	Identify the number of impacted employees experiencing pay inequity and review hiring practices to ensure new hires are compensated equitably.

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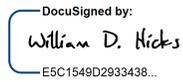
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